

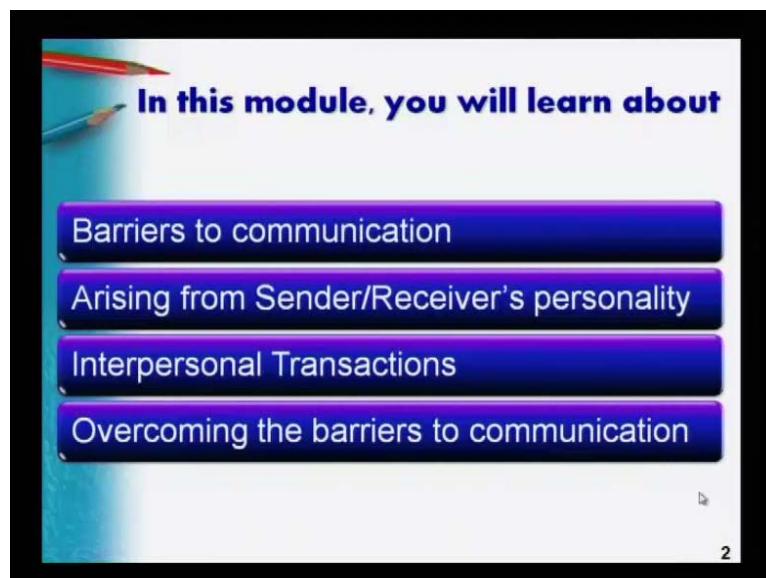
Communication Skills
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Lecture - 3

Welcome to NPTEL's course on communication skills. We are on module 2. In the first module, we started with the introduction to the course. I gave an overall view about the course itself. I told you the topics that we are likely to discuss and then in the second module, we started talking about barriers to communication. This module 2 is completely focusing on the barriers to communication and will help you at the end to overcome the barriers and make your communication very effective.

In the previous lecture, I started with telling you what are barriers and what kind of barriers can happen between inter-personal relationships and between human beings when they communicate with each other. Barriers such as psychological barriers and all that we discussed in the previous lecture. Now, in this lecture, we will focus more on overcoming strategies and then talk more on barriers and then simultaneously I will also talk to you about overcoming strategies like, how can you overcome the barriers.

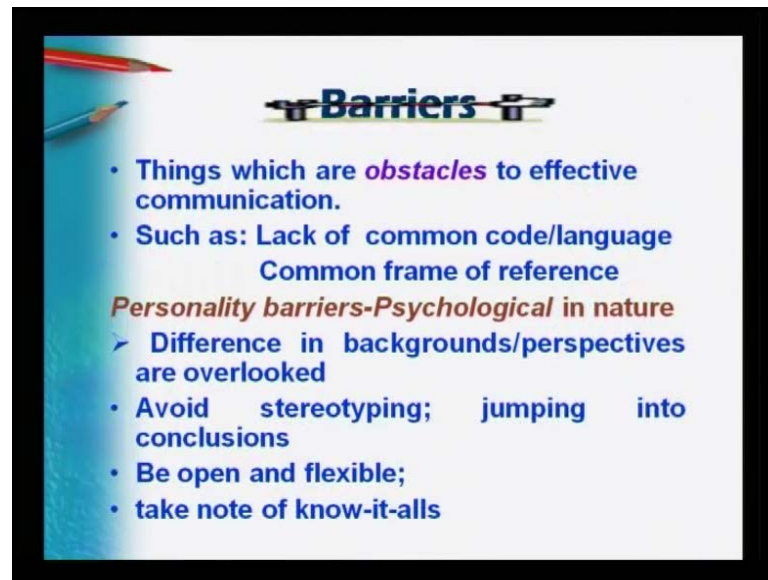
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So, overall in this module, you will learn about barriers to communication once again. But previously we focused more on the barriers arising from sender receiver's

personality, but this time we will directly start with discussing some of the strategies we can use to overcome those barriers. Then we will move ahead to discuss about interpersonal transactions, and overall once again I will come back and then talk to you about the barriers to overcome and then make your communication very effective.

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Now, very quickly to recapitulate what we discussed so far in the previous lecture, I mentioned to you that the barriers are things which are obstacles to effective communication. They prevent the communication flow; they are impediments in terms of communication circuitual mechanism, in which it results in miscommunication or a kind of communication, which actually leave some kind of gap and the other person is not able to understand what this person, that is the sender is trying to deliver, trying to send the message.

Now, why was it happening? What are the barriers? We also identified that barriers are, such as, are the ones which are happening because of lack of common code, lack of common language, lack of common frame of reference and for each one, I gave you interesting illustrations. I hope you remember them. Then generally when we talked about personality barriers, I mentioned that, generally they are psychological in nature and then we tried to identify why it is so. Then in that context, we also tried to understand that this is happening mostly because when people try to ignore the difference in backgrounds, ignore the difference in perspectives and then I also told you

how perspective varies, depending upon the stand point and depending upon the position like for example, husband and wife, mother in law and daughter in law, elder brother and younger brother and so on.

Then, we also discussed that one should avoid stereotyping. One should avoid general prejudice, in which one tends to form stereotypes and then identify certain general characteristics to people who belong to a particular community, religion or who speak a particular language or who come from a particular nationality and so on. This, actually makes one jump into conclusions which should be avoided and overall it was also emphasized that as against rigid person, rigid in thinking, one should be open and flexible as far as communication is concerned. Finally, I also emphasized the fact that you should take that note of know it all types. So, there are clues like, when they talk, they will say all, none, never. So, you can use these words to identify that these are know it all types and then you should deal with them accordingly. Now, having known all these personalities types, what can you do? You have identified them. What can you do to overcome these barriers from your side?

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That is what I am going to talk about in terms of overcoming strategies. The first and foremost and the most important aspect of overcoming strategies is developing empathy. Now, empathy is different from sympathy. When you see a beggar who is shivering in cold or who is starving and who does not have money to eat food, so you feel sympathy

for the beggar. So, you give him some money or you give him a shawl to cover, so that he is protected from cold. This is sympathy. Empathy is not feeling for, but feeling into. It is the negative capability that poets like Keats talked about. So, you are not actually the other person, but you are able to feel into him and feel like him and get his perspective. You are actually wearing his hat or you are into his shoes and you are able to take his position. You are able understand, why he is arguing in that manner or why he is feeling so negative or why he is not able understand your view point, once you take that empathetic point of view.

So, developing empathy, when you are willing to develop empathy, what does it mean? It means, your willingness to recognize someone else situation. What is the situation that is making this person to talk in that manner? So, you are willing to recognize that situation. So, when somebody tells you, why he is so arrogant or why he is talking like this? So you, if you emphasize, you may tell, I never know or we never know. May be, he is so arrogant, because of some such situation which much have caused him to be so. We do not understand the situation. Unless we understand that situation, we will not be able to actually accuse him for being so.

So, you are trying to be empathetic. You are trying to accept his or her point of view without prejudice. You are willing to listen to this person with open mindedness and remember, Robert Schuller said that the mind is like a parachute. It functions only when it opens. So, only when the mind is open and only when you are willing to listen to the other person, so the communication environment is generated in a very fertile manner. So, you should accept his or her point of view without prejudice. You listen to the person without prejudice and you try to be non-judgmental. In fact, you are not judgmental at all. You are not trying to think or form some kind of decisions in terms of the person's character, in terms of the person's motivation and all that. So, you do not think so and you are open to receive contrary thoughts and ideas when you empathize.

So, this empathy is something that one should develop, if one is interested in becoming good effective communicator and one is really interested in driving his or her point across and make or as you put the idiom to hit the nail on its head, if you want to convey your message effectively and if you want to drive home your ideas very firmly. So, then you have to develop this empathy. What should you do further when you agree that you are willing to do this? So, you should also have an understanding of the psychology of

man. So, try to get into his mind. What are his inner thoughts and also an awareness of the differences in background, difference in perception, and difference in point of view. Try to analyze the person's verbal as well as non-verbal behavior.

Later, we have enter a module on non-verbal communication, in which we are going to talk how the emotional aspect of the human being leaks out or what is hidden leaks out through non-verbal behavior, where verbal behavior is just like a sugar coated pill and it is trying to cover it up. Most of the times what are we try to cover it up, is revealed by non-verbal behavior. So, if you observe the non-verbal behavior of the person, so you will able to actually import what is there in the verbal behavior, verbal communication part also. So, try to correlate the verbal with the non-verbal and accordingly you try to develop relevant personality traits.

So, in non-verbal communication, it is said that, if you like somebody, so you try to mirror their behavior. So, if the person is slightly sitting leaning towards you, you also try to sit leaning towards that person. So, if the person puts the hand slightly open, so you also try to open your palm and so on. You try to reflect or mirror. Even a good communicator tries to reflect verbally the inaccuracies in the other person's speech.

In the sense, you happen to be a very erudite scholar. Your vocabulary is supreme and you are able to write academic papers and you are able to give academic talks. But, when you speak to a common man, whose vocabulary is very poor, you act and you speak in such a manner, as if your vocabulary is also not that good. The reason is, just to make other person at a very comfortable level, when the person is interacting with you. So, you are reflecting, you are mirroring his communicative abilities verbally as well as non-verbally.

When you are able to do, you are actually creating that communication environment and communication will take place in a very spontaneous and genuine manner. When you do this, you should also not allow to stereotype. That is, when you form stereotypes, it will try to cloud your judgment. So, try to look at the person as a unique person and try to remove the person from his religion, nationality, and culture, custom, even the way he has dressed and even the way he speaks. Remove everything and focus on the message. See whether the message is coming to you clearly and whether the message having good intention. Look at that only. So, do not try to link with certain background from which

the person hails from, which can give you some negative connotation depending on the situation. So, avoid that. Do not cloud your judgment.

Now, you should always try to look at the person from his perspective; the other perspective. In order to illustrate that, I will just discuss a very interesting anecdote that actually was a kind of paradigm shift that happened in Steven Coveys life. In his famous book, Seven Habits of Highly Effective People, Steven Covey talks about an incident in the introduction that actually made him change his way of looking at people. What was that incident that made him change his perspective entirely? It was this. Once he was travelling on this New York subway car. It is a very quiet car.

So, people are returning back from their work. So, most of them are tired and some of them are reading out their newspapers. Some or just dozing off and it is a very quiet car moving slowly. So, at one stop entered a father with three kids. So, more or less with an age difference of 2 or 3, so one boy, another girl and then slightly an elder girl. So, 2 girls and a boy and then they get in. Now, this person happens to sit next to Steven Covey and then what happened? So, he is lost on his thought and then he is just looking at somewhere and then he is completely lost in his own thoughts.

Meanwhile, what did the children do? They started roaming here and there. So, they moved around. So, understand that it is a very quiet environment and they started becoming noisy, noisier, and noisiest and then they cause lot of disturbance. They moved around. They played hide and seek. Somebody was reading a newspaper and the small boy went in and tried to hide behind that newspaper, getting inside the seat and below the seat. So, all these things they were trying to do and then moving here and there and then making lot of noise and slowly one by one, the passengers got annoyed. They were irritated. But, out of politeness, out of decorum, out of modesty, they were restraining themselves. But, Covey thought, he should also shout at the person, because he was also angry and he could not concentrate what he was having in his hand and he could not read something.

So, he understood that everybody happened to be disturbed by these kids and he wanted to know why this man was just lost in his own thoughts and not bothering and just remain indifferent to what is happening. But, he was about to shout and before he was

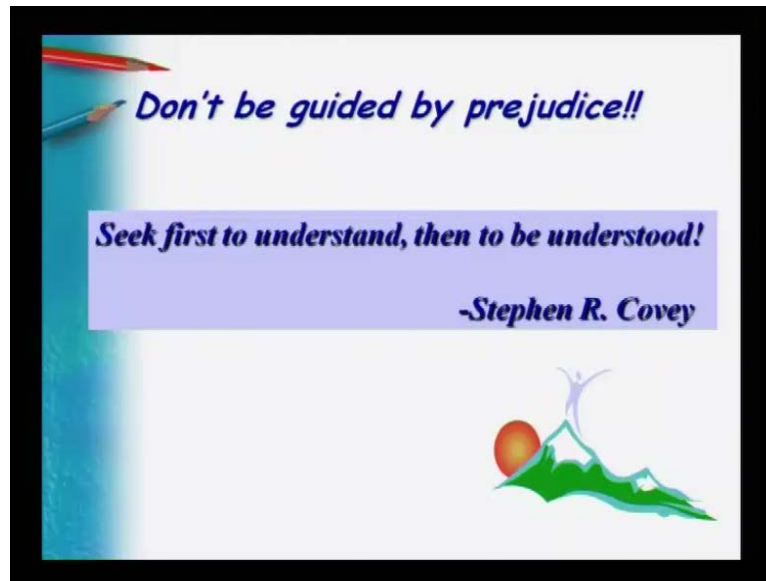
about to shout at this person, he thought that he better ask the person why he was remaining.

So, that thought, thinking that let him ask this person first before he would shout and express his anger, so that was the thing, that revealed the very interesting aspect of the other person. So, what did the other person tell? So, Steven Covey told him, why not you control your children and it seems you are lost your own thoughts. Just you try to control them and they are causing lot of disturbance. So, then the man said, “ya, I would do that”. So, he was about to do. But then Covey also, but why are you not doing that? So, then he said, “oh, I am not doing that because just now we are coming back from the hospital.”

So, in which their mother was admitted after a severe fatal accident. She died on the spot. They just brought her to the hospital and she was just young and so lovable and so good looking and these three children, they were loving her like anything and she took care of all of their activities, like going to school, their education everything. “I was completely lost in my business. I did not have time to take care of them and I had never taken them in this bus so far. We are returning home. We are going arrange for the funeral ceremony. We have to go back and get the body of my wife. But, I am at a loss. I do not know what I will do once I go home and these children had never gone by this bus. Just for fun they wanted to get him. So, I thought I will just give an opportunity right now. But, I do not know what will happen when I go home. I do not know how to face them. I do not know how they will face me. So, I am just thinking about that.”

Now, the moment Steven Covey realized that this person was lost in his own thoughts, not because he was indifferent, not because he was careless, not because insensitive to the people around, but because of the personal tragedy, that was so over whelming, that he was not able to think actively. He was not able to go ahead and stop the children, because he was paralyzed in his own thoughts. Now, this shift is what Covey calls as paradigm shift that happened in his life, that taking the other person’s perspective before you think that you should have accuse that person. So, that changed him and that made him write that book also.

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So, he makes a very interesting statement. He says, “Do not be guided by prejudice. Seek first to understand, then to be understood.” So, you try to understand the other person first and then to be understood. So, if you try to understand the other person first, automatically the other person will also try to understand you, instead of thinking that you should be understood first. That is coming from a rigid perspective. A kind of prejudice, which Covey says one should avoid. So developing empathy and then along with that, removing any kind of prejudice and willingness to seek first to understand somebody. So, these things will go a very long way in making you a very effective communicator.

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Now, to continue with the thought of using empathy, being very expressive, look at the quote from another very famous poet and philosopher, Kahlil Gibran. See what he has to say. He says, “Keep me away from the wisdom which does not cry.” Keep me away from the wisdom which does not cry. So, there is no point in having a wisdom, which will not feel or which will not have the sensitivity. “The philosophy which does not laugh.” So, if the philosophy accumulated is just dry and it is leaving the mirth of life, then he says, I do not want that philosophy keep me away from that and “the greatness which does not bow before children”. However great you may be, if you cannot bow before the child, before the children, he says that I do not want that greatness.

What Kahlil Gibran is talking about is this kind of empathy. So, when you have one, you should be able to come out of that box thinking and able to see life from a different perspective and one has to be expressive, accumulating wisdom, having the knowledge of lot of philosophy and should not make one a moron. So, the person should be able to laugh, the person should be able to cry, and the person should be able to listen to children. So, many philosophers say that we have a lot to learn from children who are from 2 to 5 years. There is so much to learn from them. So, why not you learn? Now, that ability to do that is again making you becoming a very effective communicator.

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2 Barriers to Interpersonal Transactions ...

- **Limited frame of reference**
 - Lack of Language Skills/Common Knowledge
 - Use of slang, jargon—
e. g. *Can you burn it for me?*
- **Emotional interference**
 - Emotional Reactions, negative attitudes, & wrong timing
- Display of intense emotion is likely to distort the message (love, hatred, jealousy, anger, joy, sorrow)

The slide includes several illustrations: a person in a blue suit covering their face in distress, a small figure with a backpack, a cartoon character with a wide-eyed, stressed expression, a man's face with a downward-pointing arrow indicating a negative emotion, and a black silhouette of a person's head.

Now, let us move on to some more barriers, particularly related to interpersonal transactions, barriers to communication in terms of interpersonal transactions. Now, earlier I said that, one of the barriers can happen because of limited frame of reference. I am going to give you another example. This can happen because of lack of language skills or lack of common knowledge. Suppose, if somebody is working in an office environment, if the person does not know what kind of language is being used in office, including the jargons, so then the person will be in trouble.

Now, here is a situation. A newly appointed secretary, very young, very active and very energetic and she wanted to impress the boss. So, she went on asking the boss, “Boss. Do I have to do something? Do you have some work?” This is on the very first day. So, the boss kept on saying, “Ok. You be in your cabin. I will call you when there is some work. So, do not be so anxious. I will call you. I will give you some job. Do not worry.” But still, she went to him again and again and then after some time, she was in her cabin and then she was called by the boss and then the boss asked her this question. He gave a document and then he asked her, “Can you burn it for me?” She said, “Yes of course.” So, she took the papers. The boss waited for her to return. After 10 minutes, she did not turn up and it was very important meeting going on. So, 15 minutes, 20 minutes, half an hour, she did not turn up and then after 1 hour, the boss realized that something was wrong. So, he sent a clerk to find out what was wrong and why was she not coming. In the meanwhile, the new secretary went back to her cabin and then she thought why did

the boss want me to burn this. I do not understand. So, maybe he could have done it himself. But, the fact that he wants me to do it, maybe he wants it to be done very carefully. I should burn it without any trace. So, she took the match box and she burnt all the documents and then even the ashes she just through it in the trash can very safely and then there is no trace of it. After an hour, when the boss called her, he asked, "Have you burned it?" She said, "Yes sir." "Oh, where are the copies and the original?" So, then she was just blinking. She did not understand what was he asking. Now, burn, as it is used in the way you burn in cd's and nowadays the way you burn dvd's, the way you burn a movie, so you are actually copying. So, burn is a jargon. It is a slang. In office parlance, it refers to photocopying or Xeroxing.

So, he just wanted her to photocopy a very important document. That is as old as the start of the company. Some 200 year old document and then he thought that she is a new one and would do it very earnestly and quickly and he wanted her to do it. Since the fellow who is supposed to do that was on leave, he thought that she would do that on her own. But, she thought that he asked her to literally burn the documents. So, she went and burnt them literally. So, imagine what happened? So, she was fired off. Not only fired off, she was sued and she was taken to court for paying the damages that was caused because of her inadvertent burning of this documents. What happened? Either the boss should have realized that probably she would not understand when he used the slang burn, implying that it should be photocopied. Or, she should have asked, 'Do you mean that I should burn it?' So, then he would have told her, "No. Stupid. Idiot. You are supposed to make photocopies."

He would have got angry, no doubt. He must have been annoyed, no doubt. But, the precious document could have been saved safely just by seeking clarification. So, two things. When the sender is sending it, try to be clear in your communication and ensure that the receiver has understood your import of the message. Second, you are at the receiving side. So, try to understand that you have clearly taken that the message from the sender. If you do not understand, seek clarifications.

Another barrier that can come in between in interpersonal transactions happen to be the emotional interference. In fact, we can talk about emotional barriers as such. What do we mean by emotional interference? The emotional reactions and particularly negative attitudes and use of wrong timing, can all play havoc in communication, cause

miscommunication, and breakdown of communication. What about emotions? Display of intense emotions is likely to distort the message. Intense emotion can be love, very intense, hatred, jealousy, anger, joy; agony and sorrow, all are intense emotions. Now, this display of emotion while you are talking, if you try to let it go loose, then words will carry different meanings. Words will be flared up and there will be miscommunication and sometimes you lose the other person at the other end.

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What are other aspects of emotional barriers and how to avoid this kind of emotional barriers and what should you do. Now, generally when you talk about emotions, just sometime before I said that, you should be expressive. So, if you gain wisdom, you should be able to cry also. You should be able to laugh. So, that is fine. But, in terms of gestures, there are hidden gestures and there are open gestures. Some cultures teach the community, teach the children right from their childhood that you are a boy, so you should not cry. You are a girl and even if you cry, it does not matter and there are other cultures, where generally they say that, so you are tough, so you are not supposed to cry at all, whether you are a boy or a girl. So you are equal. So, do not let out your emotions.

Now, this kind of, the degree in which you express your emotions, they happen to be culturally given to you. But, how you express it and how do you make those emotions effective in your communication is something that you should learn at an individual level. Another thing you should know is that, there are positive emotions like love,

expressing kindness, feeling charitable, and feeling sympathy. So, these all are positive emotions.

Whereas, there are negative emotions and mostly these negative emotions act as strong barriers compared to positive emotions. So, what are the negative emotions which act as barriers? Fear. If you are afraid of somebody or something, so it is a barrier. Apprehension, misgiving, so you are doubting or suspecting somebody and then anger, bitterness, hatred, jealousy, disbelief, distrust and even anxiety and low self-esteem. So, if you have low self-esteem, automatically you try to undergize the other person. You try to fight with the other person mentally and then distress or even stress can all act as negative barriers in terms of your communication. Apart from that, fatigue. If you are physically so tired, ill health and if you are suffering from some severe pain, disability so all these ones can also cause the negative barriers, negative emotional barriers in communication.

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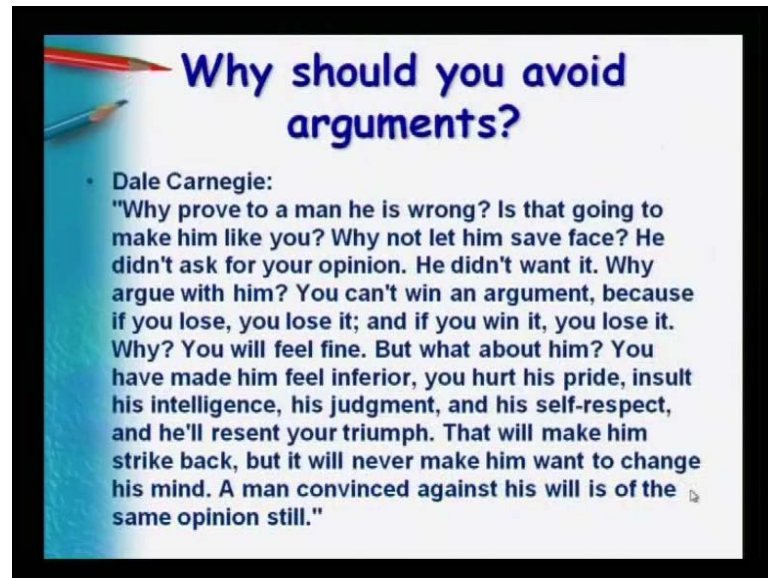
2. Barriers to Interpersonal Transactions ...

- Emotional interference...
- Negative emotions interfere more than positive ones
- Attitude (threatening/domineering) makes the receiver defensive.
- He is likely to misinterpret, ignore or overreact to the messages

Now, the interesting fact here is, negative emotions interfere more than positive ones. So, you should put a check to negative emotions. If not, you cannot control positive ones. But, negative emotions should be controlled, for example, the attitude of the person. If the person has a kind of negative attitude, which is shown in the threatening or domineering attitude. So, it will actually make the other receiver defensive. The other receiver will not come out. So, even the body gesture. The person goes so close to the other one and puts one foot on the chair and then very close and then he is asking how

are you? So, that is intimidating or dominating. So, other person immediately feels like going back and try to save the person's dignity. The other person is likely to misinterpret, ignore or even overreact to the messages.

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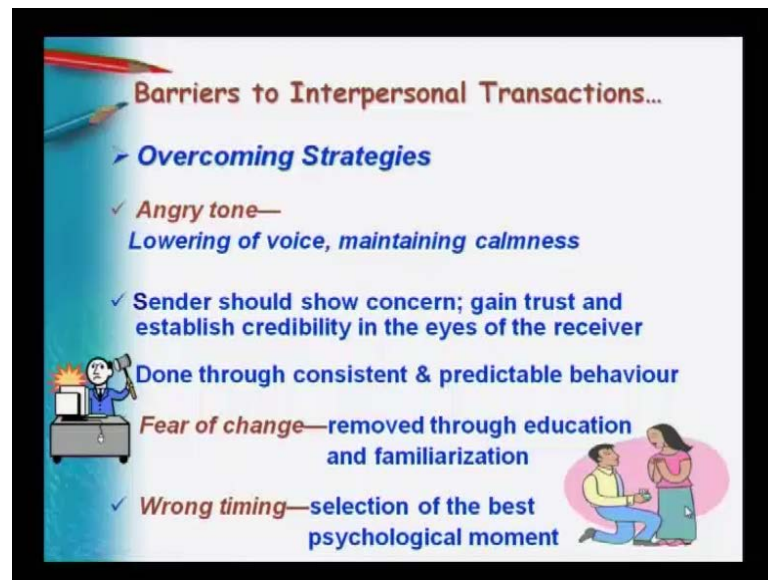


Now, similarly when you are negatively charged you should avoid arguments because most of the times when you have negative emotions, especially anger for example or you have low self-esteem, you keep on arguing with the other person. Dale Carnegie, he has written many books related to communication, influencing people and all that. So, he makes an interesting statement about avoiding arguments and why should you avoid arguments and it is a good advice in terms of mastering your communication skills.

Look at this. Why prove to a man he is wrong? Is that going to make him like you? If you prove him wrong, he is not going to like you. Why not let him save face? He did not ask for your opinion. He did not want it. Why argue with him? You cannot win an argument because if you lose, you lose it and if you win it, you lose it. So, even if you win the argument, you lose it. Why? You will feel fine. So, you feel happy that you have one over that opponent, but what about him? What about your opponent? You have made him feel inferior. You have humiliated that person. You hurt his pride. Insult his intelligence, his judgment and his self-respect and he will resent your triumph. He will not be happy with that fact that you have one over in the argument. That will make him strike back. He will keep on thinking how to attack you.

You will come back, but it will never make him want to change his mind. When you trust your ideas, when you won the argument, he is not going to change his mind. A man convinced against his will is of the same opinion still. That is what Carnegie is to tell us. So, if you force your opinion and win the argument by your domineering attitude and manner, the other person is not going to change, but the other person is going to nurture negativity, which is not good. In communication, good communication climate is generated when there is this win-win situation. You are right, but I am not wrong or I agree with you up to this extent. So, reconciliation, negotiation and transaction, so that makes communication effective and not one winning over the other in terms of argument.

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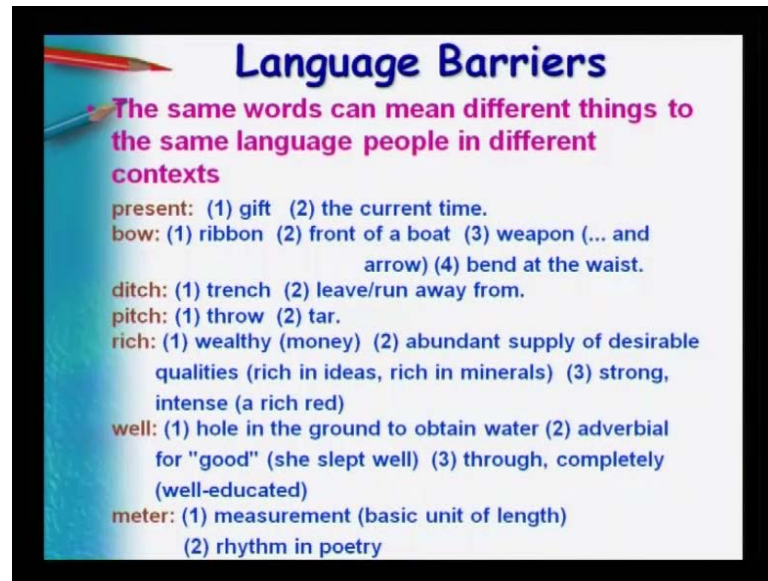
What are other barriers and overcoming strategies? The other barrier is angry tone. Apart from argument, if the tone itself is very angry, so what happens? The voice level becomes too loud when somebody shouting. Now, what should you do when somebody is just shouting? So, if you are at the other side, you should be able to lower your voice. You speak in a calm assuring tone. You show a very peaceful face and the other person keeps on yelling. So, at one point, he will realize that you are not raising your voice. You are cool and you are collected and other person will automatically reduce his loudness. Now, anger will also subside. So, you maintain calmness. You maintain your voice level at very even low level. So, you do not raise it. So, automatically the person will reduce and then you will be able to negotiate with the person. The sender should also show

concern, gain trust and establish credibility in the eyes of the receiver. This means, the sender cannot just like that send a message. The sender has to send trust for the messages for quiet sometime and then credibility is built. Then only he can push for some innovative ideas, which are not agreeable by the other person.

This can be done through consistent and predictable behavior. The behavior should not be unpredictable. So, then the other person should be able to accept it. Look at things like fear of change in offices. So, suddenly somebody wants to introduce computers, where people are doing things manually. So, fear of change comes. Now, this can be removed through education and familiarization. So, you have to interact with them, negotiate with them and bring them to some training sessions, where they are familiarized with what you want to tell them and then you remove this kind of misgiving through educating them further. Wrong timing and selection of the best psychological moment is very important.

So, you must have seen for example, the boss is very happy with the subordinate, because he has earned crores of rupees by making a very shroud investment and the boss is very happy. Now, that is the time the subordinate should go and then when the boss is pricing, he says that, "Sir, what about my leave? I wanted 3 months leave. I wanted to go on a personal tour to some place." That is the time the boss feels happy and says, "oh, take it." Or, that is the time the person should talk about promotion. Not when the boss is angry and not when the boss is unhappy with the something. So, keep this in mind. So, wrong timing can go against communication. Identify the best psychological moment to discuss some sensitive issues and some pending ones. So, we will look at more of the overcoming strategies in the coming slides. Let us look at some barriers and then the overcoming strategies. One common barrier that can arise is because of the use of language.

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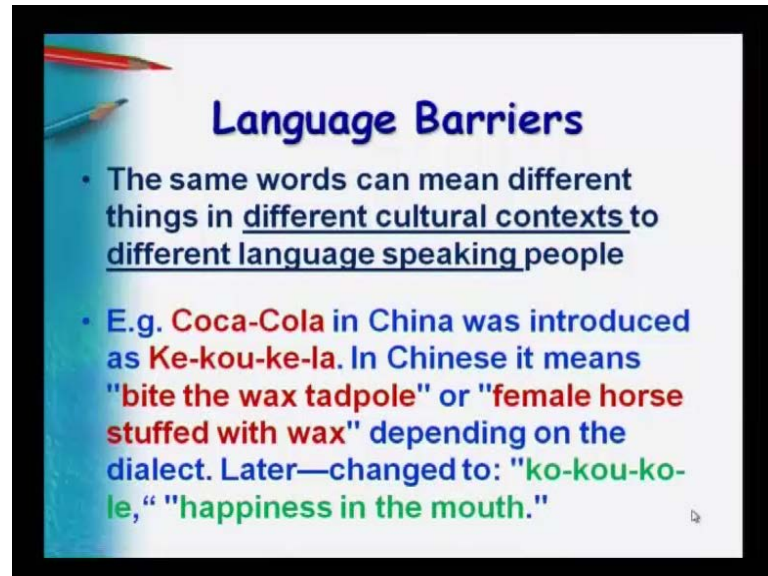


English language particularly, you know it is a funny language and it has homonyms, which sometime causes problems. So, you have same words, but it can mean different things, even to the same language people in different context. Look at some of the examples. So, present can mean, one the gift, but second, the current time. The present time. Bow, it can mean the ribbon, the bow that one keeps it here or the front of the boat, or three, the weapon, which is used along with arrow or the fourth one, bend at the waist. So, when you bow before someone. Ditch has the meaning of trench or somebody ditching or leaving and running away from somebody. Pitch has the meaning of throw something or tar. It also means that. Rich has about 12 meanings. But, at least some common meanings, rich commonly means wealthy, in terms of material wealth and money. Also it means abundant supply of desirable qualities like rich in ideas, rich in imagination, rich in minerals and it also means strong or intense, a rich red or intense red, in that sense.

Well, now you know that it refers to the hole in the ground, which is used to obtain or collect water. In the adverbial position, it refers to something that is good. Like, she slept well, which means she had a good sleep. Now, it has a third meaning of doing something in a thorough and complete manner. A well educated person. So, it means a person who is completely educated. Meter, so it can mean measurement. That is the basic unit of length. It also means rhythm in poetry. So, when the word is used, so you should make the context very clear that, in which sense are you using it, if you are the sender. If you

happen to be receiver, you seek clarifications. Ask them whether the person means this or not the other one. So, this actually enhances the communication effectiveness.

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Now, look at other interesting examples. The same words can mean different things in different cultural contexts, which means in your culture and your language, it mean something. But, in different cultural context, to different language speaking people, it means something else, some very interesting examples, which happened to leading companies. Two examples, I would like to quote. One is about Coco Cola. When Coco Cola was introduced in china, it was named as Ke-Kou-Ke-la.

Now, in Chinese, what it meant was, bite the wax tadpole. Obviously, the people did not mean this or it had another connotation of female horse stuffed with wax. This also did not mean anything like what they had in mind. Depending on the dialogue, the meaning was varying. But, later they changed into Ko-Kou-Ko-Le. This had the closeness associated with the drink, the refreshing drink, happiness in the mouth. So, this is close to what they thought of. So, even initially they also messed up when it was introduced in China. Now, the example given is just to indicate to you that what is correct in US for example, was easily understandable by Europeans, but could not be understood by another language or another culture, because it had a different connotation in that culture.

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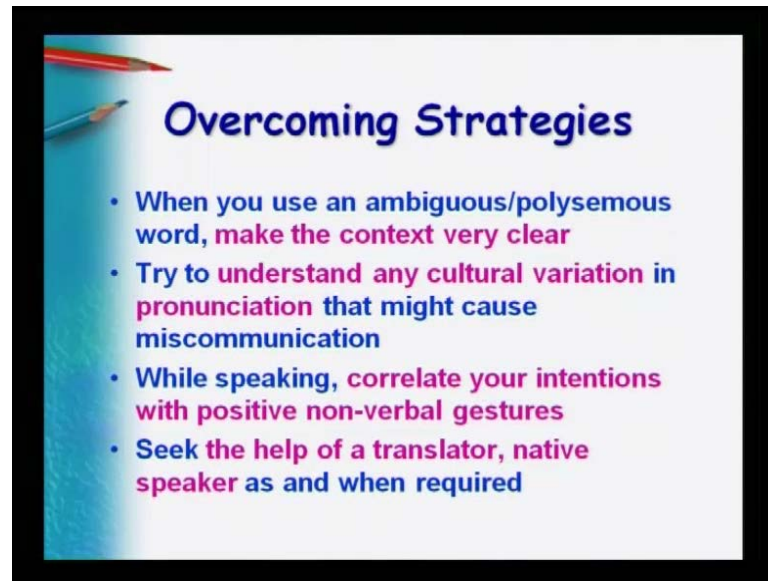
Lost in Translation!

- Often the real meaning is lost in translation!
- E.G.: General Motors introduction of the **Chevy Nova** in South America
- It was not selling any cars until it found out that "no va" means "it won't go."
- Renamed the car in its Spanish markets to the **Caribe**. [cah-ree'-bay]

Sometimes the meaning gets lost in translation. Example, General Motors introduction of the Chevy Nova in South America, it is a good example because they introduced and then they thought that, whatever meaning is translated across by Chevy Nova, they thought that it is fine. But, what happened in reality was, the car was not selling for quite a long time and then they had their own research team to find out why it was not selling. It was not selling any cars, because the research team found out that No-va means, it would not go.

So, a car with a connotation that it would not go, meaning that people thought that, oh the car would not go. The car would not go and it will have problems. So, why should I buy this car? So, later they renamed the car in its Spanish markets to name something like Caribe. Now, Caribe is adjectival for cah-ree-bay, so that they felt that ethnic feeling. They felt that, oh the car is just like meant for us. So, it was giving that earthly feeling to them. Sometimes, if you do not change it, so the meaning gets lost. So, then again, the communication import is lost. So, one has to take care of this part also.

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What are the overcoming strategies? In this case, when you use an ambiguous or polysemous word; so ambiguous, more than one meaning; polysemous, like the word rich has twelve different meanings, so word with so many meanings, so when you use them, make the context very clear. If there is any cultural variation, try to understand the cultural variation in pronunciation that may cause miscommunication. Try to understand this. While speaking, if you happen to utter these words, try to correlate your intentions with positive non-verbal gestures. So, for example, later when we go for non-verbal communication, we are going to study that, any kind of this closing of the hand or closing the palm will indicate that you are actually trying to be on the defensive.

So, in interaction, suddenly you feel cold and then you put like this. So, in order to avoid miscommunication, you can tell the other person, “Are you not feeling cold? I am feeling cold.” So, this makes the other person understand that, oh because of cold the person is doing like this and not because he is trying to hide something to me. Again, in European culture and in American culture, looking into the eyes of the other person or maintaining direct eye contact is considered to be trustworthy, direct, honest, and straightforward and the opposite is true. If you keep on shifting your eye contact or if you are looking at something that is distracting your attention, they think that you are not honest or you are try to avoid something. Now, there might be a situation, where while talking, some dust entered into your eyes and then because of that you start moving here and there your eyes and you are not able to focus. Probably, you should tell the person, say sorry that

something has entered into your eyes and you are not able to look into the person directly, lest you cause misunderstanding.

So, one interesting thing about communication is, you can use the non-verbal to correlate the verbal and when the verbal fails the non-verbal, so try to clear once again through verbal communication, what you are doing non-verbally, which may give a wrong message to them. Then seek the help of the translator. Especially in case of Coco Cola and other brands, which are introduced, it is better to seek the help of the translator, especially a native speaker, the local one, as and when required, so that you avoid communication gaps or causing miscommunication.

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One interesting thing that is happening today is the technology barrier. Look at this picture now. It is getting circulated in Facebook, saying that the day that Albert Einstein feared has arrived. What was the thing that Einstein feared? Einstein says, "I fear the day the technology will surpass our human interaction. The world will have a generation of idiots." Now, ironically if you understand computers and mobiles are invented to save our time. But, you know how much time the younger generation is spending in whiling away their time, wasting their time, in sending SMS, in checking emails, connecting to social networking sites, chatting with people and so on.

Now, look at this. How communication devices are getting lost have while when you are having coffee with your friends. So, it is a time when you are supposed to have intimate

personal chit chats and cheer up. So, that what is lost, a day in the beach. Again, you have gone for an outdoor and then you are supposed to enjoy the nature. Again that is lost. You are lost in the virtual reality, even cheering your team. So, that time also, instead of genuinely cheering, you are bogged down with some messages and things that comes on your mobile device. Even out on an intimate date, we can see the intimacy is missing because technology is serving as a barrier, even enjoying the sites. You do not actually enjoy the site. You try to capture it, then having dinner. So, most of the times, dinner time is the time when you interact at a very personal and intimate level. So, that part is also missing. Now, how to avoid this kind of technology barrier and how to cause effectiveness in communication?

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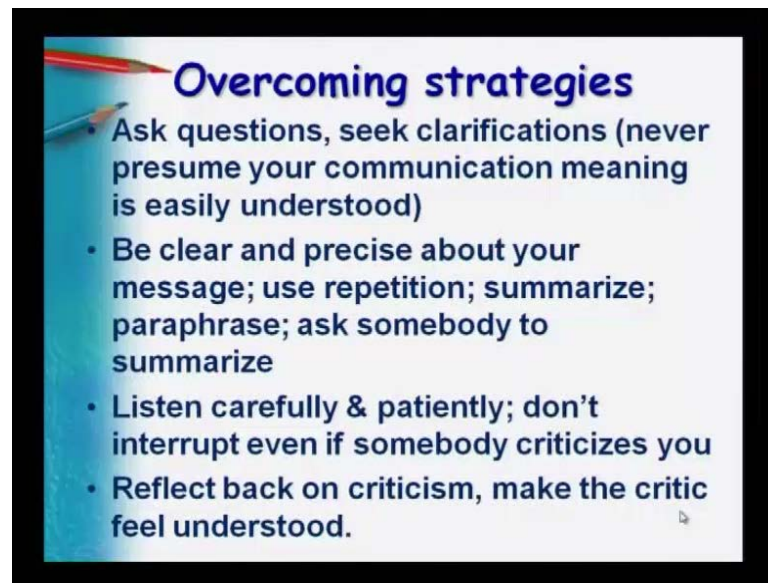
You should use technological aids for communication to the minimum. So, technology comes as a support, as a supplement, as something that is complementing your communicative purpose and intent and message. It is not dominating you, so that the message gets lost and the message gets distorted. No. Technology is not meant for that. Then use appropriate media. As far as communication is concerned, we have the spoken medium, the verbal part. The written part, which is also verbal, but the written aspect of verbal part, the graphic representation of what you are speaking and the non-verbal. So, using other than the verbal part, that is using your gestures, using your body language, using your facial expressions, pictures, graphs, diagrams and all that, so you are able to communicate. Now, identify what will be the appropriate medium first. Will it be the

spoken or written or using non-verbal? Then decide the channel. So, there are so many channels like, face to face, one to one, one to group, one to many, like public speaking, telephone or using mobile nowadays and using radio, TV, writing letters, sending emails, sending SMS, telegrams and so on.

Now, decide the channel and then use the channel appropriately. So, if you can use face to face communication, then do not send SMS. For example, if the friend is sitting just next door and then you just want to ask him whether the person will come for a cup of the tea, it is better you just go and knock at the door and request the person whether you like to come for a tea instead of sending a SMS. The warmth that is generated in the personal asking is lost in SMS. So, identify that. So, even for example, proposals. Whether it is a business proposal or a marriage proposal, face to face interaction is a must. Of course, after having generated certain level of maturity in both business as well as personal transactions, then there is a face to face interaction. That is a must. But, if you send SMS or email, so then actually the other person will doubt your genuine interest in the transaction that is likely to happen.

Avoid also overuse. So, sending too many, so sending too many SMS's, sending too many emails or long emails, most of the times the lengthy emails are not read at all. So, will see the negatives of writing emails, when we go to netiquette, but understand at this stage, if you are writing long emails, people treat that as spam and they delete it. So, this is again overuse of technology. Then long phone calls, talking for hours, that actually forgetting why you really wanted to talk to the person. So, even making phone call, you have to identify the purpose and tell at the beginning what you wanted to ask the person and then remind the person while talking and at the end of it, ensure that you had actually discussed those three points that you wanted to elicit information from the other person and seek his favor in one of them.

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Overall, some more overcoming strategies. Generally, if you are in doubt, do not be afraid of asking questions. Ask questions. So, this will eliminate lot of loopholes in communication. Ask questions and see clarifications. Never presume your communication meaning is easily understood by the other person. So, even if you are delivering a lecture or a talk, you can just pause and then ask one of them, “Are you with me? Do you follow me? Do you understand what I am telling?” Or “Can you just put it in your own words?” So, seek clarifications.

Be clear and precise about your message. So, do not meander. Do not use unnecessary words. When you are speak, you should be speaking in such a manner that, even removing one or two words will not make your communication message effective. So, in certain cases, paragraphs can be removed in written one. Not just words. So, do not write like that. Use repetition, especially while speaking, and try to repeat to reinforce your ideas. Summarize occasionally and try to paraphrase. Sometimes, instead of summarizing, you can also put the same idea, especially if it is the complex one, in a simple manner using different words. Ask somebody to summarize. You do not do that. Especially in public speaking or a classroom kind of situation, you ask one of the students or one from the audience to briefly summarize what you have being telling so far. The audience will be grateful to you because it will be easy for them to understand from the peer group than from you, if it is a complex idea. Listen carefully and patiently, if you are at the other side with empathy. Listen carefully and patiently. Do not interrupt,

even if somebody criticizes you. Do not try to stop the person. If somebody is criticizing you, allow the person to speak and if the person is raising the voice, use the previous method that is suggested. You remain calm. You remain cool. You are not raising your voice. Automatically you are forcing the other person to bring the tone down. But, at the same time, what can you do? You try to reflect back on the criticism. You ask the person, is that he wants to know from you? Put it in your own words. So, that makes the person feel understood.

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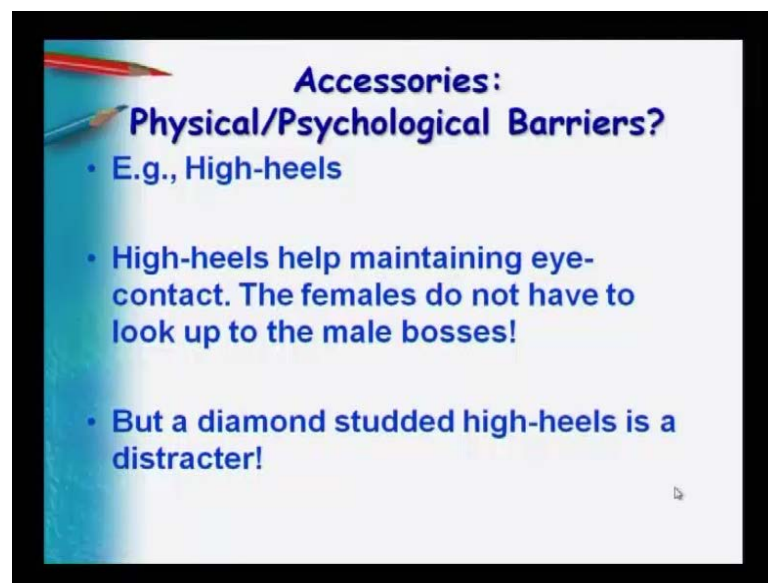


So, these are some simple overcoming strategies that will make it more interesting. Now, the final question before I conclude this lecture. What about accessories? Are they physical barriers or psychological barriers? What are accessories? Accessories for example, even tie, coat, specs, even dying your hair. So, look at the list I have made. Clothing, the way you dress up, body perfume, grooming your hairstyle, using dye using some kind of gel, the watch, the color of your, this, the leather strap. So, all matters. Bracelet, ear rings, nose ring, necklace, makeup, the dying of hair, moustache type, what kind of moustache or not having mush at all, hair style type, belt, hand bag, folder, footwear, shoes, slippers high heels. Now, are they physical or psychological barriers? Now, the simple rule is, there should not be barriers at all.

Suppose you wear new shoes thinking that the new shoes will impress the people in interview. But, if the shoes keep on pinching you and then it is hurting you and it is

giving pain to you, now that is a no. It is going to become a psychological barrier when you are going to give answer. If you think that wearing that necklace, the new one that was gifted to you, the diamond necklace is so good, but if you sit in the interview panel and then it is glaring and somebody is very sensitive to eye sight and then light, is not so congenial for this person and when this glitters on this person's eye, so that is no. You are trying to distract attention.

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Now, the same thing goes for example, things like wearing high heels. Even research is done. People know that wearing high heels, for example, is not good for back. It actually causes lot of problems. Spondylitis can be caused because of wearing high heels. But, when ladies were asked, especially people who have tall bosses, the male boss and if the secretary happens to be slightly short, wearing high heels, most of the lady secretaries said that, they were able to maintain eye contact, direct eye contact. So, this was helping them to maintain that, so that they were able to feel that they are on par with the boss and it was reducing nervousness and any kind of insecurity. But, the same thing for, let us say a diamond studded high heels, so that is again a distracter. So, that should not be used.

The final conclusion is, even if they happen to be physical barriers, if they are so you remove them. Do not use anything that will distract the attention. Do not use a shirt that will make you feel uncomfortable. Even if the shirt is faded and if you think that will

make you feel comfortable, so take it to the interview. But, the shirt is new, but then you are not very comfortable in that one, so do not wear it. So, do not let accessories act as your physical barrier, but make them, make your aplomb stronger. Make them give you confidence. Make them make you feel comfortable. So, if you can do that, so then they do not act as either physical or psychological barriers, but they support, supplement, complement your communication message and sometimes, the accessories are very powerfully effective in driving a very strong point across.

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Now, for a very quick further reference, there is a book on Brilliant Communication Skills and then I also mentioned about this book in the first one, Basic Business Communication by Lesikar and Flatley. This also, this Business Communication Strategies by Monippally and Speak with Power and Confidence by Patrick Collins is another book that you can read after this. So, at the end of this lecture, we have talked about some of the interesting overcoming strategies in order to make your communication effective. At the beginning we started with talking about barriers to communication. Mostly we focused on sender receiver's personality and interpersonal communication.

In the next lecture, we have going to focus on how miscommunication can happen and then how we can overcome, especially in terms of organizational setups.

So, thank you so much, and bye till the next lecture.